



## OFFICE OF THE GOVERNOR

March 4, 2004

Rick Updegrave  
California Performance Review  
1102 Q Street, Suite 6100  
Sacramento, California 95814

Dear Rick:

Thank you for joining us in this tremendous effort to reinvent government. This is a rare opportunity that comes along but once in a lifetime. I was serious when I said we are not going to move boxes around – we are going to blow them up! You are the people we need to do that, the team that will make that happen. Your knowledge of government, your experience, your talent, your energy, these are the tools we need to make this happen.

Be creative! Be aggressive! Challenge all assumptions! Leave no stone unturned! Work with your colleagues to create a new California because it is time, and the people demand it.

I am excited about this effort. I want to be part of it, and I want you to keep me involved as you proceed. I extend my congratulations to you for being selected for this important effort and I welcome you aboard – I can assure you it will be a worthwhile journey. Together, we will guide California into the 21<sup>st</sup> Century.

Sincerely,

A handwritten signature in black ink, reading "Arnold Schwarzenegger".

Arnold Schwarzenegger